

CITY OF GLOUCESTER PLAN 2001 IMPLEMENTATION REPORT

Prepared by the Plan Implementation Review Committee

Data collected between 7/15/03 and 12/7/04

Key: IP (In Process), NS (Not Started). IP (*only*) codes: **X** = moderate progress, **-** = little progress, **+** = considerable progress

Strategies	STATUS			REMARKS
	Done	IP	NS	
THE LAND AND ITS RESOURCES				
Land Use				
Revise the zoning ordinance and subdivision regulations <ul style="list-style-type: none"> • Establish interim zoning regulations • Review current ordinance requirements • Conduct a neighborhood land-use review • Prepare neighborhood inventory of resources needing protection • Review growth management literature • Prepare draft zoning ordinance • Evaluate success of zoning ordinance annually 		X + X - X + X -		<p>City: Zoning Ordinance Review Task Force (ZORTF) created with City Council, city staff, Planning Board, and public representation. Sewer moratorium for precinct 5-2 established. ZORTF reviewed the zoning ordinance for errors and it presented recommendations to city council, a majority of which were subsequently adopted. ZORTF is continuing its analysis. Com. Dev. is preparing recommendations on formulation of an Open Space and Recreation Committee (OS&RC). An OS&RC could provide some analysis on neighborhood land uses and special places needing protection. The Historic Commission currently is conducting neighborhood meetings to learn about specific issues and concerns. West Gloucester area reviewed (Daylor Plan) for density and service. Neighborhood groups would like assistance from City staff. Neighborhood characteristics included in revisions defining considerations for height exceptions.</p> <p>A city owned land survey needs to be completed to show changes in wetlands and climate changed land.</p>

Strategies	Done	IP	NS	
Develop density standards based on existing infrastructure and development patterns		+		Village Development Overlay (VDO) District Zoning district special permit adopted. The Capital Improvement Program (CIP) submitted to City Council provides information on existing infrastructure and needs. Related discussion is also being prepared for consideration under the 418 grant program including housing, mapping and infrastructure.
Develop site and design review standards and processes		X		Need to establish performance zoning regulations. The adopted Open Space Residential Design (OSRD) ordinance includes a site plan review component. The OSRD needs to be recalculated. Downtown Cmte. is considering ways to approach site and design review. Height standards are being reviewed and revised.
Develop procedures for identifying and protecting special places <ul style="list-style-type: none"> • Coordinate regulations and programs for consistency • Identify special places and features • Recommend methods to preserve special places and features 		X X X X		OSRD adopted. Special Places needs to follow neighborhood land use review. Some identified in Open Space Plan. Should be reviewed by Open Space Committee. ZORTF is reviewing. City databases need development. Historic inventory is a resource. Stormwater management plan under review. Neighborhood groups input on case-by-case basis. The Conservation Commission (Con. Com.) continues to review its by-laws for consistency. Conservation staff prepared various brochures for the public on Dogtown and Public Landings. The City's web site has been updated to include site maps, information on conservation regulations, beaches and restrictions.
Connect land use planning with infrastructure planning and Implementation		X		Capital Improvement Advisory Board works closely with the Planning Director and Community Development Director.
Adopt the Open Space Residential/Subdivision Design permitting process	X			OSRD regulations have been adopted by the Planning Board. The first OSRD proposal is currently in the pre-application process. Planning Board held a hearing in 8/02 to consider adoption of Open Space Design regulations. See also

				reference in the Housing Section.
Strategies	Done	IP	NS	
<p>Manage existing and future development to meet city objectives and reserve business and industrial park space for commercial and industrial uses</p> <ul style="list-style-type: none"> • Ensure park uses conform with agreements and regulations • Upgrade technology infrastructure 		<p>X</p> <p>X</p> <p>X</p>		<p>Chamber of Commerce reviewing tenancy of Blackburn Industrial Park. EDIC jurisdiction could be expanded to other locations as requested. EDIC monitors adherence to the “Declaration of Restrictive Covenants” including the detention catch basins and stormwater planning.</p> <p>EDIC serves as a negotiator between the city’s departments and boards and the developer providing information and insight to both. Final decisions are made by the Planning Board. EDIC bid for the Phase II road extension went out to bid in October 2004 and the extension should be completed in 2005.</p> <p>Technology infrastructure is currently not a problem. The businesses that made requests have been accommodated. EDIC does not anticipate any problems with upgrade requests.</p>
Use financial mechanisms to manage development, including incentives and impact fees		—		<p>Village Development Overlay (VDO) provides innovative tools. City Council continues to review proposed CIP including identified projects. Potential use of incentives being considered in Inclusionary Zoning revisions.</p>
Ensure conformance of development to applicable standards	X			<p>Review and enforcement procedures are in place. There is renewed effort to promote communication between staff and there is systematic reporting by staff to the Planning Board and Con. Com.</p>
Coordinate land-use decisions with neighboring communities		X		<p>The 418 grant is exploring barriers to appropriate housing development and identification of opportunities from the perspective of the four municipalities on Cape Ann. Regional forum was held and summary report prepared. Need to schedule joint meetings with Con. Com., Planning Board and/or Rockport.</p>
Provide information to the public on land use regulations and decisions		X		<p>Need to add timely information to City’s web site. Many agendas and minutes are now being posted on the web and GIS databases are being developed, but staff is constrained by limited resources. Conservation has recently added information available through its web site.</p>

Strategies	Done	IP	NS	
Explore ways to allow land and special resources preservation, including examining benefits of adopting the Community Preservation Act		—		2001 initial ballot referendum failed. Currently on-hold by most groups pending economic changes. Needs more public education efforts. VDO may be used as a preservation tool. Mayor Bell has committed to establishing a Land Bank. The Con. Com. agent recommends the establishment of neighborhood based informational and educational programs.
Open Space				
Form an Open Space and Recreation Committee		—		Com. Dev. has proposed formation of an OS&RC to the Mayor's office, which is in the process of proposing framework and getting input from City staff and public. The formation is expected to occur in 2005.
Review and Update the Open Space and Recreation Plan		—		Expect to initiate this year once Committee is established. Funding opportunities being explored. DPW and Con. Com. need to coordinate on city owned trails. Reviewing the transfer of stewardship of City lands to Con. Com. Need to promote community awareness of quality of life and health issues.
Find funding mechanisms to acquire open space		X		VDO planning and OSRD provide ways to set aside open space. The CPA, Conservation Restrictions and land easements are examples. The state's Smart Growth program may provide funding for wetlands projects.

Strategies	Done	IP	NS	
Expand City resources for enforcement of regulations that protect open space	X			<p>Incentive zoning to be reviewed by City Council. OSRD, with regulations, adopted. Subdivision open space regulations and Wetlands ordinance to be reviewed. OSRD regulations in public review process. Funding for staff and resources needed to increase enforcement. Wingaersheek Beach restoration plan to be submitted to DEP in November 2004.</p> <p>City should create department or Board to oversee land management issues such as Dogtown, Rockport corridors, parkland, etc.. Planning Board should review corridors and public access issues.</p>
Develop new ordinances and regulations for open space protection		X		<p>OSRD and VDOP adopted. Staff and stakeholders should now perfect the associated review and permitting systems to ensure that these tools and the associated incentives are embraced and used. Con. Com. is in the process of reviewing changes to its performance standards. 418 grant will promote future exploration of land use, including key open space. CZM's Smart Growth program is reviewing "limited impact development" reviews.</p>
Natural Resources and the Environment				
Establish an Office of Natural Resources			X	<p>City Administration needs to define priorities, identify resources and establish a framework.</p>
Develop a Natural Resource Management Plan		X		<p>A wetlands inventory and restoration plan has been submitted by Mass. Audubon. Open Space and Recreation Plan may contribute. Cape Ann Climate Change Network to make recommendations on climate protection and emissions. Additional staff in Com. Dev and DPW and regulations are needed to develop a plan.</p>

Strategies	Done	IP	NS	
Strengthen city policies that address pollution from marine-related activities, and continue programs to reduce pollution in the inner harbor.		+		<p>The Health Department's Wastewater Management Plan continues oversight of the design, construction and maintenance of Gloucester's on-site wastewater systems, tracks every on-site septic system within the City of Gloucester, makes sure each on-site septic system has regular inspections, and provides maintenance information to both homeowners as well as professionals. Additionally, the Health Department recently obtained an additional \$5 million dollars from the Massachusetts Water Pollution Abatement Trust to assist homeowners in upgrading officially failed on-site septic systems. The Health Department has been active in the effort to develop a Sewer Service Area delineation in West Gloucester and is hopeful that when the delineation is complete that many of the recommendations found in the Daylor "West Gloucester Land Use and Wastewater Plan" will be implemented. NPDES Phase II applies. Washington Street CSO to be remediated. Harbor Cove CSO proposed to be remediated. Atlantic Road restoration seeking funding. NOAA reviewing hydraulic connection at Sleepy Hollow Pond to marsh area. Waterways Board reviewing salt marsh erosion in Jones Creek area and proposed a no-wake restriction. A photo survey has also been done for the Annisquam River, Little River, Mill River, clam flats and the harbor. Increased visibility is needed. An inter-board/department team is reviewing policies. A Coastal Management grant request is to be submitted in November 2004.</p>
Develop a storm water management plan		X		<p>Engineering and Com. Dev. reviewed NPDES Phase II storm water requirements. Phase II plans are in place. Reviewing MS4 regulations.</p>
Develop programs that promote stewardship of natural resources		-		<p>West Parish Science Park and several school programs to monitor wetland areas are examples. City to apply for wetland restoration grant and education at Dun Fudgin. 418 maps to be formalized and submitted. Con. Com ordinance being reviewed. BOH grants in process.</p>

Strategies	Done	IP	NS	
Promote programs the encourage water use efficiency		X		City established water ban. Engineering reviewing additional programs, leak detection.
Create a “no activity/no disturb” zone within wetland buffer zones		+		City council did not take action on a citizen petition in 2002. Planning Board OSRD ordinance promotes acting outside the buffer Con. Com. and Com. Dev. reviewed the existing wetlands ordinance and surveyed standards in place in other communities. A proposal to allow the Con. Com. to adopt performance-based standards was not approved by City Council. Con. Com needs to increase enforcement of existing regulations. A Con. Com. sub-committee is continuing to review changes to its by-laws.
Seek funds, grants, and gifts for preservation and protection of natural resources		X		Need to establish Office of Natural Resources first. Need to refine database of City owned property. VDO and OSRD contain “gift” mechanism. CPR grant for Eastern Ave/Days Pond area. Some capital improvement grants for downtown/ Main Street Phase 3. Grant applications for planning funds for ACEC not funded. Grants for restoration of Mill Pond, Dunn Fudgin and Wingaersheek Beach area are in process. Some public gifts have been made but are very irregular. Nothing in-process at this time. City submitted Commonwealth Capital Application in September 2004. Mayor has committed to establishing a land bank that will hold conservation restrictions and other alternative means of land protection.

Strategies	Done	IP	NS	
COMMUNITY FOCAL POINTS				
Harbor and Waterfront				
Support the recommendations of the Gloucester's Harbor Plans		X		Harbor Plan Implementation Committee continues to address 1999 Harbor Plan recommendations. Coordinator is funded from Seaport Bond. Seawall repairs complete except a section of Stacy Blvd. Gloucester Maritime Heritage Center continues development of waterfront center presenting diverse opportunities for public access to various maritime exhibits and activities. Waterways Board oversees recommendations from 1993 Harbor Plan and participates in implementing 1999 Harbor Plan. A key recommendation of the 1999 Harbor Plan which has not moved forward is dredging. There is a need to re-develop a community wide consensus about dredging and to re-enlist assistance of state and federal agencies.
Promote economic development along Gloucester Harbor		X		<p>Active support and coordination efforts to ensure survival of the fishing industry in the face of increasing regulations. City approved a TIF for Allied Cold Storage to double their freezing capacity on the State Pier, supporting the adjacent herring operations. Harbor Plan Coordinator has completed a grant-funded study to identify economic development opportunities related to recycling of waste products from DPA businesses. Working with MCZM, Harbor Plan Coordinator also completed a study of waterfront businesses and property owners regarding development opportunities.</p> <p>The Harbor Commissioners Line has been amended, following data gathering to confirm current location and considering existing structures. Adjustments will eliminate potential conflicts or constraints and clarify boundaries in the future. This is important for property owners considering waterfront improvements on the harbor. The amendments were approved by the State legislature.</p>

Strategies	Done	IP	NS	
Develop process to preserve or develop special waterfront parcels.		X		Mayor's office continues to facilitate discussions regarding potential development opportunities for the "I4C2" parcel. Maritime Heritage Center has preserved the Harbor Loop marine railways facility and opened it for public access and education.
Invest in infrastructure that supports the waterfront.		X		Seaport Bond funding for seawall restoration continues. Blynman Canal seawall repairs successfully completed. Seaport Bond funding has been obtained for the removal of navigational hazards and debris in the North Channel of the Inner Harbor. Funding also obtained to study feasibility for dredging the north side of the State Pier. Improvements at the Cripple Cove landing area include refurbishment of the careening wall for short-term vessel repairs. Waterways Board, Harbormaster and the Harbor Plan Committee continue to work with the Army Corps of Engineers to seek dredging of the Annisquam River, and especially the mouth of the river. Additional private expansion of freezer capacity and herring processing is being discussed. Engineering Dept. Is seeking PWED funding to repair and upgrade Commercial St.
Complete a waterfront public access plan.		-		Waterways Board has a complete inventory of all public landings and has been developing a plan for improvements as appropriate. Waterways Board plans for improvements at Solomon Jacobs include a walkway linking the Harbormaster's site with the Maritime Heritage Center.
Identify special places and cultural links along the waterfront.		-		SEArts is a non-profit organization established to develop a network of cultural organizations throughout Gloucester. Harbor Plan Coordinator participates, along with private and public organizations.

Strategies	Done	IP	NS	
Improve public boating access opportunities.		+		<p>Major improvements to Dun Fudgin landing completed during the 2002 boating season. Waterways Board is working to initiate improvements at the Solomon Jacobs landing which will include short term tie up areas for boaters. The Waterways Board completed installation of new floats at the Lobster Cove Footbridge, increasing available dinghy spaces from 18 to 48.</p> <p>Floats also were added at Lanes Cove and Magnolia. Signage has been improved at the Lobster Cove landing and debris has been removed at Lane's Cove.</p>
Downtown				
Identify downtown steward and support it with resources		X		<p>The Downtown Development Commission (DDC) continues to feel and take responsibility for the downtown. However, they are continually frustrated by the unclean conditions. The DPW is listed as a steward for Downtown; they clearly are not meeting their responsibility for routine cleaning – streets and sidewalks. Individual merchants might do more in this area as well. DDC reports little City support for downtown. DDC expresses need for dedicated funds from a related revenue source – to use for Downtown improvements.</p>
Complete physical plans to the downtown		X		<p>Phase 4, the last section of Main Street, East End improvements, will be bid this fall. No one is planning for cleaning and maintenance, beyond the routine that is not satisfactorily done.</p>
Improve the image and market the downtown		X		<p>Image is improving, with two new buildings, new businesses and new storefronts. Window boxes and hanging plants are a welcome addition; maintenance 'challenges' continue. Marketing is another matter. The DDC has addressed some marketing strategies, but does not have a full Plan. The DDC plans to join the Main Street, USA organization. Improved directional signage would help marketing efforts, getting visitors into the downtown/retail section of the city.</p>

Strategies	Done	IP	NS	
Encourage mixed uses of commercial and residential properties		X		Several 'mixed use' properties are now occupied, and more are being developed, with retail on the ground floor and residences above. A major project of 30+ housing units, with retail on the ground floor, is going into the old Brown's building. More up-scale living units are under construction on the nearby streets, Pleasant and Prospect; several more are near completion at the railway station.
Develop a site plan and review process for the downtown area			X	Although the DDC talks about this process, they seemed not to be aware that the Plan is very specific about site plan review in the downtown section of the city, suggesting who might work with the review. The DDC seem to be waiting for city-wide review, when, in fact, they can take the initiative for implementing review in the downtown area. New development plans (preliminary plans) are often submitted to DDC for comment and recommendations; however, there is no provision for follow-up or enforcement.
Coordinate efforts of the Historic Commission and the Historic District Commission		X		The same city staff person is staff and coordinator to the DDC and to the Hist. Commission, providing some coordination and communication between groups.
Improve the railway station		X		Work is underway in the railway station area. Private development will result in modest retail and some residential use on the site adjacent to the tracks. Work on the other side of the track that will serve multi-uses, including retail space and commuter parking, has begun. Private development includes sidewalks; the remaining sidewalk improvements that have been discussed have not been funded.
Create a downtown traffic and parking plan		X		The joint City/Chamber Parking Committee has recommended changes in parking practice that will allow more public parking near Main Street. Alternative parking and pricing schemes are in study, including parking passes to those who work downtown as well as anyone else interested and new technology for the Gloucester House lot, reusing existing meters in other lots and replacing older meters around town.

Strategies	Done	IP	NS	
Seek funds to support Main Street and Downtown improvements		X		Funds have been secured to complete the Main Street East End project. More funding for other projects should be part of all downtown development planning.
Villages and Neighborhoods				
Assess the historic and architectural character of Gloucester's neighborhoods		X		The Historic Commission's street index of Gloucester's properties of historic significance is available through the Massachusetts Historic Commission's searchable database MACRIS. The Historic Commission works with groups/people who want to get properties listed in the National Register. The Commission has initiated a series of neighborhood meetings.
Establish neighborhood associations		X		The Planning Board (PB) has revised its Public Hearing Protocol to establish an order for comments and time allowances that give priority to representatives of neighborhood associations. PB encourages the formation of neighborhood groups when the degree of comments during development review is significant and sustained. The neighborhood group is encouraged to attend site visits, to formalize their comments, and to communicate directly with the applicant. The PB has further directed neighborhood groups to avail themselves of the services of Planning staff to assist in their participation. Neighborhood associations exist in many areas of the City. With a couple notable exceptions, they are largely reactive - opposing development proposals. There is no up to date list of organizations or contacts.
Develop land management regulations to preserve village and neighborhood character		X		Zoning amendments regarding the City's height restriction included consideration of neighborhood character. Regulations implementing the Open Space Residential Design ordinance include consideration of compatibility with neighborhood character.

Strategies	Done	IP	NS	
Limit commercial and residential development along roads between distinct neighborhoods and villages			X	This may be inconsistent with the intent of city planning that follows existing infrastructure. We may want to revisit this provision.
Expand activity in villages and neighborhoods with community programs and changes in land use regulations			X	
Encourage increased density in existing commercial districts		X		Village Development Overlay Ordinance adopted in the Ward 5-2 area of West Gloucester. This provides incentives to protect open space and increase density along the Essex Avenue corridor. Draft ordinance language to create mixed-use overlay districts, especially in the downtown area, has been prepared through the EO418 process.
Encourage additional services and amenities to neighborhoods & villages		X		Magnolia Neighborhood Association (MNA) has successfully worked with the Trust for Public Lands to create a community park (Surf Park) in the center of Magnolia, providing an area for passive recreation and community gatherings. MNA also maintains plantings and banners at key village intersections. Major development projects located away from existing Village Centers (eg. LePages site) have been encouraged to include mixed use, in keeping with established principles of Plan 2001 that define, preserve and promote quality of life in neighborhoods and villages.
Monitor success of goals and objectives for neighborhoods & villages			X	
THE LIFE OF THE CITY				
Housing				
Community Development takes responsibility for housing policy and issues	X			Housing policy and assistance on issues is clearly in the City scope, assigning the Director and staff to policy responsibility and support.
Establish housing coalition	X			The Community Housing Coalition is an active organization in its own right.

Strategies	Done	IP	NS	
Encourage adoption of open space design siting process	X			The Open Space Residential Development ordinance was approved in 2002, and rules and regulations are ready for use. The first application using this permitting method is before the Planning Board.
Establish regulations and programs to increase housing supply		X		The Housing Coalition has written zoning ordinance amendments to simplify the permitting process for multi-family project – especially small projects. Several programs would increase housing supply; the Grants Office has expanded its housing rehab program to include opportunity to create additional units suitable for Adult Foster care; work is underway to establish a City Affordable Housing Trust Fund, which would be a depository for funds such as the contribution from the Village at West Gloucester, to be used as seed money for projects.
Increase supply of affordable rental and owner-occupied housing		X		Several housing proposals have been approved in the past year; several are in construction, though at a very slow rate due to legal appeals and cost escalation. The Planning Board is developing new Inclusionary Zoning language that may require more than the existing 10% affordable. City property has been sold for housing development. See the above comments on Regulations and Programs. The CHC is preparing recommendations to ease permitting for building new multi-family and converting to multi-family. The CHC is seeking to expand housing in village business zoning areas, while preserving business.
Revise zoning ordinance to allow easier permitting and conversions of multi-family dwellings and mixed uses		X		The CHC is developing a Zoning Ordinance (ZO) amendment that would extend the by-right for multi-family from two to three and from there simplify the process for multi-family.
Adopt measures to assist senior citizens to remain in their homes			X	Although a more simplified process for conversion to multi-family might benefit seniors, no policy is specifically aimed toward this goal at this time, though there is discussion.

Strategies	Done	IP	NS	
Promote options for residents to downsize		X		Increased housing supply will increase options for seniors to make changes in living arrangements. The ZO does not include standards for housing for the ‘Over 55” age group. In the meantime, private sector proposals for a variety of projects that would provide housing for seniors – supported by the Housing Coalition – have been approved and appealed, with another ‘not approved’. The Assisted Living Ordinance is currently under review by ZO Review Task Force and the Senior Housing Options Group.
Change zoning ordinance to allow live/work accommodations			X	Although live/work situations may be accomplished by Special Permit by the ZBA, the increasing number of home business situations do need permitting review.
Modify zoning codes and establish programs to allow more housing options		X		CHC is preparing recommendations, which would make permitting simpler, modifying lot size and set-back requirements.
Seek funding for housing from all available sources		X		Search for funds is ongoing, with new possibilities from state sources, such as the 40R Initiative that encourages ‘Smart Growth’ and the Facilities Consolidation Fund, through the Mass. Department of Mental Health that integrates housing for people with diagnosed mental health needs. The City is in the process of establishing a Housing Trust Fund, which would be used for the purpose of bringing more affordable housing to the city. The CHC will work with developers to encourage future contributions to the fund.
The Economy				
Establish a City Economic Plan			X	The City is short of staff and resources to do such a Plan. However, the need remains in order to assist at all levels of decision-making. A Plan could guide discussion and decisions that are now made <i>ad hoc</i> . Cruise ships are an example. A city position, arrived through a broad-based consensus process, on cruise ships and other matters, would guide decisions rather than arguing each case individually.

Strategies	Done	IP	NS	
Recognize and support the economic contribution of the arts		X		The arts community is active, with momentum in several areas. The SEArts organization has a definite presence in the city, sponsoring events and workshops. The Gloucester Stage Company is raising funds to establish their own theater, and the North Shore Arts Association is expanding and improving their building. Artists and artisans are finding ways to work together to promote their work.
Encourage skills training		+		A lot of cooperative effort between local employers, the high school and the Chamber of Commerce goes into assessing skills training needs and then following up with some kind of training. This training is done through the Vocational School at the high school and in work-study and internship programs at the workplace. The Business Education Collaborative, formed in 1988, is made up of school and business interests to provide information about various skills. They identify areas of skills needs and then provide information through speakers and cooperative work arrangements. The Vocational Advisory Committee comes together as needed to address issues arise.
Protect economic contribution of the Harbor.		X		The Harbor Plan Five Year Review is an opportunity to promote meaningful discussion about the harbor, which is deteriorating from neglect and under-use. Local state and federal zoning and regulation should be reviewed in the context of present conditions, which are different from anytime in the past. The real needs of the fishing industry should be quantified to show how much space really does need to be dedicated to the industry, and then the balance of the waterfront might be used for other (water related) purposes. Waterfront infrastructure is decaying; dredging needs to be done. Potential new uses should be examined. The harbor needs a strong advocacy.

Strategies	Done	IP	NS	
Enrich the visitors experience in the City		+		Despite a low operations budget, the City tourism office is very active. The philosophy of the Tourism Commission is that residents come first, and anything invested in tourism should benefit local residents. The last two years have seen fewer visitors, yet, the visitors' experience seems richer. Gloucester is busy at night, spurred by new restaurants and some public improvements, making downtown an attractive place to stroll. The Tourism Commission has conducted a survey of visitors. Plantings make Main Street more pleasant. Better signage would assist visitors to move around and appreciate the city. There were comments about litter detracting from the visitors' experience.
Promote expanded telecommunications infrastructure	X			Improved service by Adelphia and Verizon meet the needs of most businesses and residents.
Promote economic and environmental sustainability for new and expanding business and city procurement practices		X		The City conducts seminars for local contractors on work and employment needs of the City.
Historic and Cultural Resources				
Redefine and enhance roles of the Historical and Historic District Commissions		X		The Historical Commission (GHC) has used Plan 2001 to define their role and plan of organization. The commission is comprised of members who have joined since 2001. To achieve objectives of Plan 2001 the GHC is actively working with city departments to expand its role under the mandate of the Mass. Historical Commission. The Tourism Coordinator from Com. Dev. has been assigned as liaison between the City and the GHC which works very well. The GHC has begun an outreach program to neighborhoods and is holding meetings throughout the city. The Historic District Commission carries out its role as required.

Strategies	Done	IP	NS	
Update historic information		+		The GHC is updating the 1990 Historic Plan, documenting new discoveries and updating existing data. An inventory of pre-1750 structures has been completed. A draft proposal for preserving pre-1750 buildings has been developed and may be worked on further if efforts to pass Demolition Delay Ordinance do not succeed. No update of the street inventory of historic structures developed in the 70's and 80's has been performed.
Provide assistance for historic preservation		X		The GHC has begun an outreach and public education program, has conducted a program in conjunction with the Cape Ann Historical Association, has continued the Historic Markers program and has begun a Preservation Awards program. GHC successfully nominated Girl Scout Troop 137 to be recipient of Mass Historic Commission 2003 Preservation Award for their efforts in preserving the Joan of Arc Statue. The City has given moral support to the creation and development of the Maritime Heritage Center. The City supports the Schooner Adventure through the organization's use of the Fitz Hugh Lane House. The GHC is involved with the current Heritage Landscape Project sponsored by the DCR and ENHA. The GHC, by asserting its presence and offering advice and recommendations, is working to integrate their activities with others in the city. No financial assistance has been available.
Adopt a demolition delay ordinance		+		The GHC has revised the Demolition Delay Ordinance and passed it on to the Planning Board for its consideration. The subject is currently under review by City Council.

Strategies	Done	IP	NS	
Support the Gloucester Archive Committee		X		An Archives and Records Management Board has replaced the former Archives Commission, with the charge "to promote adequate assurance of the long term storage, security, preservation and accessibility of all records held by the City of Gloucester" and to "continually review and assess the records storage and preservation systems of the City and advise the Administration..." The volunteer Archives Committee continues to catalogue, index, and store files. Additional secure conditions, including a vault, are planned as part of the Sawyer Free Library's expansion.
Require historic assessment of potential historic buildings for building permits		-		Integrating historic preservation with City permitting process requires coordination with Community Development's current process. Although budget does not permit an additional staff person for this effort, an approval process that would include GHC review could be implemented at no cost to the city. Political and civic will is necessary in order for this to happen.
Preserve and maintain historic cemeteries and archeological sites		+		The GHC maintains a subcommittee on historic burial grounds. Inventories of the historic cemeteries (ie. cemeteries with no salable lots remaining) are being made and entered into the City's searchable database as each is completed. Printed copies with photographs are available at the public library and other public places. Plans are underway for the restoration of the First Parish Burial Ground. A Historical Burial Ground Fund has been established to accept tax-exempt donations. An "Adopt a Cemetery" program has also been established and to date has resulted in the adoption of three historic cemeteries. Two cemeteries are currently being considered as Heritage Landscape Preservation Sites.
Establish a Preservation Trust Fund			X	The economic downturn of the past three years does not encourage establishment of new funds for any purpose. This should be attempted in better times.

Strategies	Done	IP	NS	
Seek funds for historic acquisition and preservation		+		The GHC is pursuing grants, especially for cemetery records, through a national cemetery organization. GHC is also researching grants to help with public education, outreach, and historic markers. They are working with the City's Grants Office.
Adopt the Community Preservation Act (CPA) to support historic preservation		-		The 2001 city ballot asked voters to approve the CPA, which did not pass. It might succeed on a future ballot, in a better economic climate, given a promotional effort by affected groups.
Education				
Provide sufficient infrastructure to meet educational goals		X		Our K-8 facilities are in serious need of modernization, as reflected in the School Committee's ten-year Capital Improvement Plan. The Committee is undertaking a review entitled <i>Planning for Effective Learning Communities</i> , which will review the infrastructure in relation to the curriculum and the effective organization of learning. The aim is to have proposals ready for when the state's School Building Assistance list re-opens in 2007.
Ensure school system provides qualified staff		X		The School Committee has recently reached a three-year contract agreement with the Gloucester Teachers' Association. The aim of the agreement is to be competitive with other schools in the region in order to recruit and retain highly qualified teachers. Professional development for all staff is ongoing, with a current emphasis on the teaching of mathematics and literacy. The School Committee will be working with the Gloucester Teachers' Association to review professional development arrangements in the near future.

Strategies	Done	IP	NS	
Provide services that promote literacy for all ages		X		The district has introduced new literacy programs K through Grade 8, and is emphasizing the teaching of reading in the content areas for older students. The high school offers Adult Ed, and the Sawyer Free Library hosts literacy classes.
Match educational opportunities with local workforce needs		X		For most students the purpose of secondary education is to provide a quality general education that encompasses generic, transferable knowledge and skills. The Gloucester High School curriculum pays specific attention to the skills identified in the Secretary of Labor's <i>Necessary Skills Report</i> . Gloucester High School is developing its internship program. While there are some vocationally specific programs at the high school, additional resources are required to provide the necessary leadership to expand the program. The district participates in the Cape Ann Chamber of Commerce Education-Business Collaborative.
Expand use of school properties for community programs		X		School facilities are available for use by the community outside of school hours. The schedule of user fees reflects the need overall to cover the costs of provision. The high school offers an adult education program.
Expand knowledge base of school programs		X		Bay State College offers courses at the high school. Some high school students are involved with the federally funded <i>Compass</i> program, through Action, Inc., provides literacy, GED and computer skills classes.

Strategies	Done	IP	NS	
Develop a Gloucester-based environmental program		X		The <i>No Child Left Behind Act</i> is requiring schools to focus on mathematics and literacy at the present. Mass. Audubon assists O'Maley School students in a project at Mill Pond. An interactive science park has been developed for elementary school children at West Parish Elementary School. Beeman Elementary School is currently planning environmental; learning areas within the school grounds. All fifth graders have the opportunity to participate in Nature's Classroom, a week-long wilderness experience. Weather stations are to be introduced in all elementary schools. Work is in hand to develop the K-5 Science curriculum in a way which will link science to the local area.
Develop a Gloucester Heritage program		X		Schools are working with the Gloucester Maritime Heritage Center, the schooner <i>Lannon</i> and the Cape Ann Historical Assoc. It is hoped that the refurbished schooner <i>Adventure</i> will also contribute to this effort.
Expand affordable day care programs		+		The state is establishing a new department of government to coordinate the development of day care and early years education. The Gloucester Public Schools will seek to cooperate with the new agency. The high school has a day-care program that is a teaching class for its students to learn parenting and teaching skills. Although it is not set up for teachers, they may enroll their children. However, hours are shorter than the school day. Fees for the program have increased. There is an effort to make it affordable.
Provide health education programs		X		Community health services are available, working closely with the City Dept. of Health and the Addison Gilbert Hospital. The middle school provides a health education program for all students. There are elective health education programs at the high school.

Strategies	Done	IP	NS	
Encourage public dialogue about educational issues		+		School Committee meetings are taped to allow the public access to discussion and decision-making. Public involvement is encouraged through the site-based management program that involves parents, teachers, community members and students, discussing and acting on curriculum matters. The elementary schools and the middle school have Parent Teacher Organizations that provide through volunteers and in kind, and are increasingly looking to support the curriculum.
Arts and Culture in the Community				
Support the Gloucester Cultural Council and the Committee for the Arts		X		Both are meeting regularly as is SEArts, the newly formed non-profit cultural coalition that the Committee for the Arts helped to facilitate. The city has a high degree of interest in supporting the work of the Gloucester Cultural Council (GCC) and Committee for the Arts. The City's Community Development Director acts as a liaison to the Committee for the arts and the Tourism Coordinator acts as a liaison to SEArts and the larger arts community. Financial support is evident in the provision of an office for the GCC, SEArts and the Committee for the Arts to use. Also, federal Community Development Block Grant (CDBG) grants that benefit low and moderate-income persons through the arts have been awarded; e.g. CDBG funds are being used in the ArtSpace renovations going on at Maplewood Ave and gave funds to the Council on Aging to assist with the Open Bowl project.
Develop a comprehensive arts and cultural strategy		X		CDBG funding has been provided by the City to hire a consultant to work on a marketing strategy. A Public Arts Policy is in progress. Also, an intern with the Comm. for the Arts has nearly completed an inventory of City-owned art. Visibility has been increased with festivals and with membership in the North of Boston Convention and Visitors Bureau.
Strategies	Done	IP	NS	

Prepare an economic impact study for the arts		X		This has been completed for nonprofit organizations. There has been participation by many of Gloucester's arts organizations in the Americans for the Arts survey whose recently released draft: "Arts & Economic Prosperity, The Economic Impact of Nonprofit Arts Organizations and Their Audiences" includes our city as one of 28 cities across the country who took part. Several City Departments assisted.
Establish collaborations between the City and its cultural organizations		X		The City has encouraged representatives from Community Development, Grants, Tourism, Harbor Planning Office, etc. to collaborate and offer assistance to the Comm. for the Arts, GCC, SEArts and the larger arts community, Initiatives being implemented and also planned for future funding of projects that financially benefit the Cultural Community. A community input meeting is held annually by the GCC.
Actively pursue additional funding of arts programs		X		Various groups are actively seeking funding. The Mass Cultural Council disseminates state funding, and the local Cultural Council awards grants to local artists and groups; e.g. funds for a YMCA mural. Advocacy efforts have been very effective at times; e.g. an e-mail and letter campaign spear-headed by arts groups and efforts by Mayor Bell, Sen. Bruce Tarr, and the Community Dev. Dept. helped restore funding that had been awarded by the Mass. Cultural Council but then not appropriated in the state budget.
Strategies	Done	IP	NS	

Identify space and facilities for artists		—		School committee has given initial approval to the Cape Ann Symphony to establish group to collaborate with the School Dept. to refurbish Fuller Auditorium and establish partnership in the running of the Auditorium. Could be forerunner of an Arts Center. ArtSpace has received CDBG grant for renovating Maplewood Ave. Space. The “Little House” on Poplar St. is meeting place for three arts groups: SEArts, Committee for the Arts and the Cultural Council. The North Shore Art Assoc. has expanded their season by adding additional heating in their building, and it has from time to time allowed groups to hold events there; e.g. a Boards, Committees and Commissions meeting.
Expand utilization of city facilities as art venues		—		City has hosted the recent Pathways lobster sculpture project. Cultural events such as large Sawyer Free Library and Lyceum programs are regularly held at City Hall. The library also has space for artist’s displays in their Matz gallery. The Committee for the Arts is in the process of writing wall text for City-owned art and developing a related city-wide walking tour and brochure.
Expand school-related arts programs and opportunities		—		The Cape Ann Symphony receives discounted rates for use of school facilities. Grants to the schools are available through the Gloucester Cultural Council, and the GCC is also raising money from the business community for two high school scholarships. Non-profit groups like ArtSpace, assisted by CDBG funds, offers educational opportunities outside school hours. The Music position that had been cut in 2003 has been restored at 3/5's level with plans to make it full time next year. Funding for the elementary and middle schools band programs is being continued through collaboration between the Gloucester Public Schools, the Sawyer Trust Fund and the students’ families (\$60 user fee). The elementary band program is a 30-week program of group lessons and rehearsals at each of the five elementary schools. Cost is approximately \$20,000 per year.
Strategies	Done	IP	NS	

Health and Social Services				
Support locally-based health services to provide a continuum of care		X		<p>Senator Bruce Tarr chaired a Task Force of public officials, private citizens, healthcare professionals and advocate members of Partners for Addison Gilbert Hospital. At issue was sustaining 24-7 Emergency Services at the Hospital. The members improved lines of communication with North East Health System's senior management team and gathered credible evidence to justify the Legislature's allocation of supplemental grants to cover projected operating deficits. Strategic planning is up to North East Health System to assure the Addison Gilbert Hospital's Emergency Services viability. The City's Administration redoubled its effort to support the opening of a Community Health Center in 2005. Likewise is the Administration's upfront level of support for programmatic sustenance and development at the North Shore AIDS Health Project. Hepatitis C Information and Case Management Planning are offered there without charge every Monday. The Student Health Center at Gloucester High School and targeted Behavioral Health Programs including Tobacco Control and HIV/AIDS Outreach and Prevention lost their funding in the last fiscal year. With the closure of Shore Cliff Deaconess Retirement Home the community suffers a critical loss of services for the elderly and disabled.</p>
Revitalize the Health Plan Steering Committee	X			<p>A feasibility study is under way to determine the appropriateness of commissioning a new Community Health Needs Assessment.</p>
Strategies	Done	IP	NS	

Create a comprehensive directory of health and social service agencies			X	Creating and maintaining a comprehensive directory is impractical. Most health & social service agencies maintain topical directories or host web sites with links that are recognized by Internet search engines. The City's web page is redesigned. The public's access to computers and the Internet is assured at the Rose Baker Senior Center and the Sawyer Free Library. The Gloucester Daily Times publishes a column that advertises Volunteer Opportunities.
Support integrated addiction prevention, treatment and recovery programs		+		The Health Plan Steering Committee's Substance Abuse Sub-Committee reports that some cut public funding is restored. New funding for lead agency Health and Education Services, Inc. (HES) finances a Substance Abuse Sub-Committee program, <i>Communities Mobilizing for Change on Alcohol</i> , to help set community standards to discourage underage drinking. A grant to the Health Department supports a program designed to develop a plan to integrate Public Health and Public Safety's initiatives for eliminating illicit opiate use. Although 27% were identified in the Health Needs Assessment as habitually using tobacco, a comprehensive nicotine addiction recovery program is not readily available.
Improve access to integrated mental health and support services		+		Psychotherapists in private practices regularly offer specialized group and individual treatment sessions on a sliding-scale fee for service basis. Many of our support service agencies provide in-house counseling services relevant to their specific missions. Some offer referral services for more acute mental health needs. HES offers behavioral health residential programs, outpatient clinic programs, an array of mental health counseling services, and specialized school based and after school programs. New funding awarded to North East Health Systems now provides for a Senior Adult Unit at the Addison Gilbert Hospital. The City's Administration has made further strides to comply with the Americans with Disabilities Act of 1990.
Strategies	Done	IP	NS	

Promote public information on health issues		+		The Health Department in collaboration with the Addison Gilbert Hospital maintains a semimonthly column in the <u>Gloucester Daily Times</u> and sponsors an annual Family Health and Wellness Expo. Health Department personnel supply various agencies and networks with information and interact with the public on a daily basis. Select staff attends or facilitates philanthropic committee or subcommittee meetings and provides support for the Board of Health. Most submissions on issues of local significance are published in the <u>Gloucester Daily Times</u> or <u>The Boston Globe's North Section</u> . Adelphia's Local Programming Channel broadcasts scheduled interviews, public health forums and PSA information.
Ensure an environmental integrity and protection of public health		+		The Board of Health issues an array of licenses and otherwise fulfills its mandate on a daily basis. Typically this is accomplished with efforts to assure proper restaurant, food service, residential rental unit, massage, tattoo, and body piercing parlor inspections, livestock management, potable and bathing beach water testing, design and installation of on-site wastewater management and drainage systems, enforcement of all State and Local public health regulations. A Dredging and Dredged Material Disposal Regulation was enacted and later rescinded by the Board of Health.
Continue the annual Health Fair	X			The Health Fair is renamed The Family Health and Wellness Expo.
Strategies	Done	IP	NS	

Encourage social service organizations to continue to meet city needs		+		<p>Strong partnerships exist with agencies, activists and public officials who share the common goals of improving the physical and emotional health and welfare of the residents of the community. Community Development Block Grant (CDBG) funds are disbursed annually. Often they serve as leverage for more substantial funding of public service programs. Beneficiaries of CDBG funding this year include Action, Inc., The Adult Learning Center, Cape Ann Interfaith, Council on Aging, HAWC (Help for Abused Women and their Children), North Shore AIDS Health Project, Open Door Food Pantry, Pathways for Children, Inc., and SEARTS. An example of a program that received CDBG funding in support of a collaborative endeavor is a Rose Baker Senior Center art program dedicated to benefit the Open Door Food Pantry's <i>Empty Bowl</i> project. Other CDBGs have enabled Action, Inc. to partially finance a homeless shelter, Cape Ann Interfaith to provide rental assistance, and the Adult Learning Center to partially fund a literacy program. The YMCA continues to enable access and improvise services, especially for members who are disabled or have special needs. The Gloucester Fishermen and Family Assistance Center supports educational and industrial training programs. The Gloucester Fisherman's Wives Association hosts a resource directory at www.gfwa.org. The Friends of the Council on Aging meet to elicit public and private support for the Council on Aging's activities and programmatic developments. Popular attractions such as the Art Program and the Computer Literacy Program account for an increase in attendance and membership at the Rose Baker Senior Center. The Senior Housing Options Committee (SHOP) meets to recruit and advocate for initiatives to provide residences that offer Assisted Living services and other affordable housing opportunities. Example projects are stalled in NIMBY suits.</p>
Strategies	Done	IP	NS	

Cont'd.				<p>The Coalition for the Prevention of Domestic Abuse meets to affirm their mission statement that led to Gloucester's designation as a Domestic Violence Free Zone. New funding at Pathways For Children sponsors a Child Sexual Abuse Prevention Partnership. Wellspring's Cape Ann Families sponsors Nurturing, Mentor, and Parent Aide Programs. The School Health Advisory Council meets to improve Nutritional and Activity Based initiatives. HAWC offers extensive counseling and support services. The North Shore AIDS Health Project makes referrals using an updated resource directory and has dedicated CDBG funds to help finance their ongoing Hepatitis C Program. The collaborative Cape Ann Family Council meets to focus on the plight of the American family with the therapeutic intent of advocating for national social policy change. An Inter-Agency Task Force meets periodically to help coordinate mutual goals and objectives.</p>
Strategies	Done	IP	NS	

Target opportunities to support teenage needs		+		Working collaboratively, the Addison Gilbert Hospital and the Gloucester School Department are intent on restoring funds for the High School's Student Health Center. Programs are in place to improve the civility of peer interaction and to identify significant behaviors that may lead to bullying or domestic abuse. The Substance Abuse Sub-Committee's program <i>Communities Mobilizing for Change on Alcohol</i> is in place. CDBG funds are being applied by Action, Inc. in support of their Compass Youth Program's GED and alternative diploma program for youth at risk, and by HAWC to finance an empowerment program for 10-14 year old girls. CDBG funds were also applied by the City's Parks and Recreation Department for a variety of summer programs. Although there is no independent Teen Center, the YMCA supports the initiative by designating a special spot at the "Y" called The Teen Center and by offering a number of ongoing programs (e.g. Leaders Club) and special events for teens. ArtSpace, a recipient of CDBG funding this year for renovations to a new space, provides arts, music and cultural programs that both appeal to teens and serve the community. The Essex County Community Foundation hosts a Youth Resource Directory at www.eccf.org .
PUBLIC SERVICES & INFRASTRUCTURE				
Transportation				
Establish a mobility planning committee		-		Efforts to establish an ongoing inter-departmental working committee have lagged. On an ad-hoc basis there is good coordination between Engineering, DPW, and Community Development to review and promote specific projects. There has been an effort to provide systematic citizen input and careful coordination with the downtown railroad station design and the implementation of main street improvements.
Strategies	Done	IP	NS	

Prepare a transportation and access management plan		-		No comprehensive plan exists; most issues dealt with reactively. The Mayor's office seeks formulation of an action agenda. There are studies and ongoing planning efforts that should help set up a TAMP, including: the pavement management plan and the CIP submitted to City Council. Some plans exist for parts of the city.
Enhance transit service through policies and programs and encourage intermodal connections		X		There has been an effort to provide enhanced transit and transit oriented design for the downtown, such as in the railroad station improvements. However, in the past year, CATA has reduced routes and increased fares. CATA, the Mayor's office, the Joint Parking Committee, and the tourism office seek to advance auxiliary parking areas and enhanced shuttle services to the beaches and downtown, possibly using school sites.
Support policies and programs that enhance and provide alternatives to the private automobile		-		CATA and the Mayor's office seek to advance planning for improved intermodal connections and to enhance transit when feasible. CATA is evaluating purchase of trolleys to provide alternate service. Bike and sidewalk planning and programming expected to pick up with formation of the mobility planning committee and also through the process to update the Open Space Plan.
Continue to provide information on available transportation options		X		Chamber of Commerce provides information. The City web site should be more fully utilized. Tourism web site has MBTA links and CATA and biking trails information. A need for more information on special places and eco-tourism activities; one project underway is development of descriptive information on the public landings.
Identify and implement infrastructure improvement programs for all modes of transportation including railway stations		+		Progress is being made towards initiating substantial improvements to the main train station with private development on adjacent properties. The proposed CIP contains some surface transportation projects.

Strategies	Done	IP	NS	
Study parking needs and take initiatives to ensure that parking supply and locations match community needs		X		Joint Chamber and City Parking Committee meets regularly and is studying the issue. On their recommendation, the City has adopted a monthly parking pass program for the downtown. The distribution of hourly vs. all-day meters also is being studied. The Committee is particularly looking at options to increase parking for the east end of downtown. Zoning ordinance may need revision to provide for more spaces.
Evaluate public and private road development policies, to update codes and develop and maintain a quality road system		+		All city streets and road have been reviewed and rated. Funding for high priority projects is being sought. CDBG funding has been provided to begin improvements in low income neighborhoods. DPW and Planning staff have been reviewing the mix of private and public roads. City staff has renewed efforts to enforce subdivision regulations.
Work with regional transportation planning initiatives, positioning the city for State and Federal funds		+		Efforts are being made to get more projects in the State Transportation Improvement Plan (TIP). Applications for PWED grants also are being prepared.
Public Facilities and Services				
Provide a clean and attractive city; enforce relevant ordinances		+		New beach ordinance effective in reducing unsightly litter and the Clean City Commission is actively pursuing various efforts.
Provide sewer capacity to meet existing and future residential, commercial, and industrial needs		+		Current sewer projects proceeding smoothly. Little River/West Gloucester sewer project to begin hookups shortly. CSO and stormwater planning is actively underway.
Ensure adequate water supply		+		System improvement needs are identified under the water enterprise fund in the proposed CIP for 2005 to 2011. One current objective is to upgrade the water facilities master plan. Klondike Quarry improvements to provide a secondary water source are underway. Magnolia Ave. water line upgrade under construction.

Strategies	Done	IP	NS	
Increase public safety by repairing, replacing and adding new sidewalks, streets and related facilities		+		DPW has completed the pavement management plan to help prioritize investments. Community Development is helping advance designs for intermodal (including pedestrian) enhancements at the downtown train station and in adjacent corridors: Washington Street, Railroad Ave., Maplewood Ave.). Cut Bridge canal wall is being repaired. Lack of sidewalks remains an issue for West Gloucester (including Essex Avenue by the West Gloucester Train Station), Magnolia and Magnolia Woods.
Support the Police and Fire Departments in providing continued fire, police and emergency protection.		+		Fire Department proposals have received highest priority rankings in the CIP for the last two years, with procurements for fire apparatus currently underway. The Capital Improvements Advisory Board (CIAB) also observes that fire and police headquarters need extensive work and that efficiencies would be achieved if the departments were housed together. Budgetary constraints prevent support at optimum levels.
Examine and plan for meeting assorted public facility requirements		+		The annual CIP submitted by the Mayor to City Council identifies facilities needs and may be a resource consulted for guidance during development review. Fiscal realities constrain implementing some facility improvements. The City Council is looking to more strongly link developers' site planning with the need to improve public facilities, but the City lacks enabling legislation, including for impact fees.
Investigate sources and procure funding for capital improvements		+		The City has been active in seeking grants, but fewer are available due to cutbacks at state and federal levels. The CIP attempts to identify possible sources of finance -- it is proposed to bolster the system of financial planning associated with the CIP.

Strategies	Done	IP	NS	
Planning and City Administration				
Create opportunity for citizen input through increased public outreach and special meetings of the City's boards and commissions		X		Ways to improve communications with citizens were discussed at the November 2002 Boards and Commissions meeting. Planning Board has implemented recommendations from the 2 year study by the League of Women Voters - Cape Ann which facilitate the ability of attendees at Boards and Commissions meetings to participate more fully. The City Website recently added a form for Citizen Input online.
Establish a city Office of Citizen Participation and Public Information			X	Needed, but unlikely to happen in the current economic environment.
Establish a Comprehensive Plan Implementation Committee	X			In place and working.
Devote adequate city staffing resources to manage new initiatives and programs called for in the Plan including an Office of Natural and Cultural Resources			X	The City is unlikely to fund new staff positions in the foreseeable future.
Increase training for City inspectors, and integrate the Inspector's Office with the Community Development Department		-		While inspectors have been receiving additional training, no moves have been made to shift the Inspector's Office to the CDD.
Establish a semi-annual program to convene all boards and commissions as a way to Increase coordination, consensus, and understanding	X			Established. Five meetings have been held to date and these were generally considered successes. The sixth meeting is scheduled for November 13, 2004 and will focus on implementation of Plan 2001.
Create and support a quarterly forum for area municipal leaders and senior staff to meet and discuss issues of mutual concern		X		The Cape Ann Caucus, comprised of officials from Cape Ann communities, meets quarterly under the auspices of the Cape Ann Chamber of Commerce. Some other meetings occur on a more informal basis.
Revise the permitting and approval process as part of the zoning and subdivision review process		X		This has been initiated, such as through analysis by ZORTF. Planning Board has reviewed and revised some procedures, but more work is needed at the level of the Planning Board.
Broaden the scope and resources of the Grants Program		X		The scope of the Grants Administrator position has been expanded to include greater emphasis on seeking a broad array of grants and assisting other departments in seeking funding.

Strategies	Done	IP	NS	
Require formal citizen input regarding disposition of city-owned land		X		The CIAB chair provided a review of city owned land and made recommendations for areas of further research. Some procedural questions submitted to the City's Legal Department. Current efforts to sell City owned land to raise funds to restore the stabilization fund are proceeding well. All City actions to dispose of City owned land go to the City Council where public input occurs.